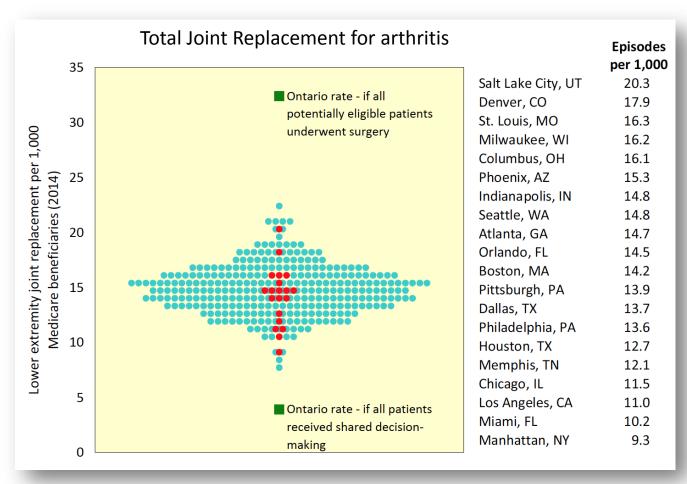


Discretionary decision-making Regional variations in joint replacement



Blue dots: rate in each of 306 US Hospital Referral Regions (HRRs)

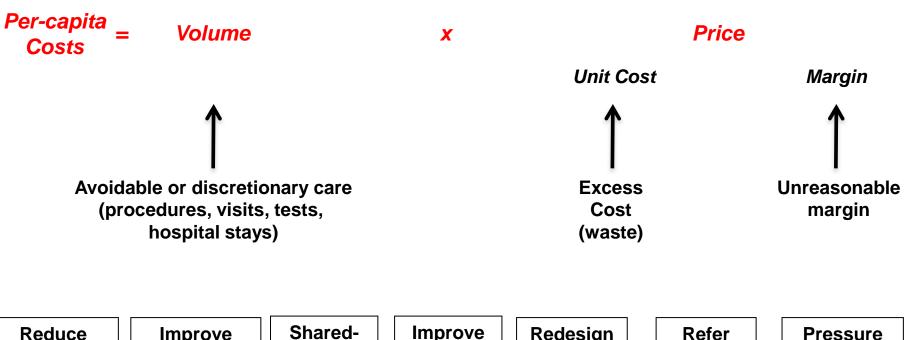
Red dots: HRRs listed in table at right

Dartmouth Atlas of Healthcare Analysis: 2016

Hawker GA, et al. Med Care 2001;39:206-16.



Slowing spending growth **Drivers of per-capita costs**



Capacity

Improve Population Health

Shareddecision making

care

Redesign

Refer wisely

Pressure providers regulation or competition